

REVENUE - PROGRAMS

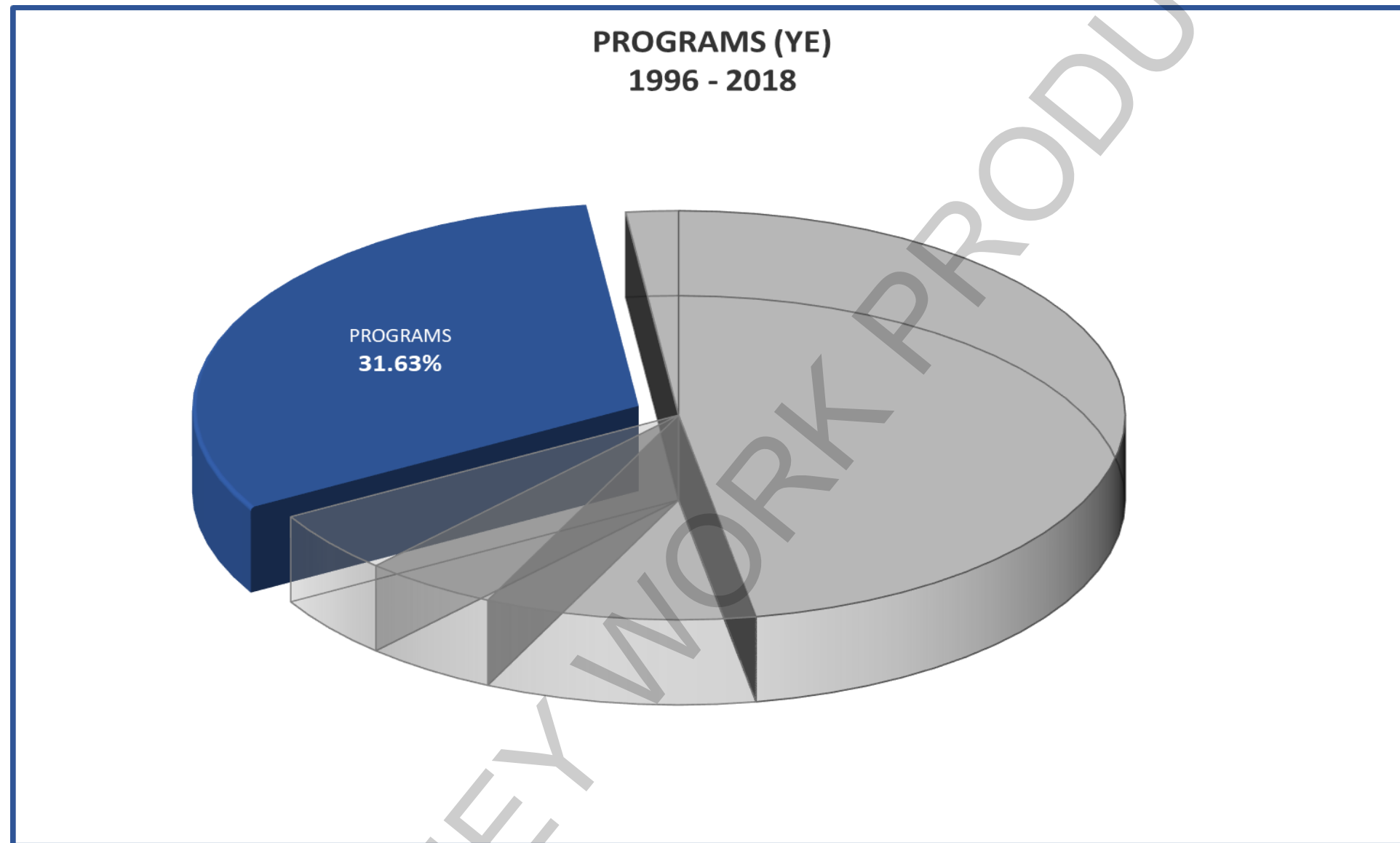
Origin of Information Analyzed:

- Schneider Downs and Co., Inc. (SD) obtained the December month-end MTD/YTD REVENUE PERIOD REPORTS (general ledger account summaries) for the years 1996 through 2018 from Karrie Martin – City of Hilliard Fiscal Officer which capture both month-to-date and year-to-date revenue totals for the City of Hilliard for all departments. Each general ledger account is unique as to the origin of the revenue and the associated department. Karrie Martin provided SD the reports in Excel format having extracted the information out of the Creative Microsystems, Incorporated (CMI) accounting system which is City of Hilliard's system of record for financial capture and reporting.
- SD obtained City of Hilliard population data for the period 1996 through 2018 from the MID-OHIO REGIONAL PLANNING COMMISSION (MORPC). SD obtained the data for the period 2010 through 2018 directly from the MORPC website at www.morpc.org. The MORPC website currently maintains data from 2018 back to 2010. Prior to 2010, data is maintained in 10 year increments to coincide with the census. Therefore, for the period 2009 through 2001, SD obtained copies of the MORPC data from the Fiscal Officer. MORPC population data is used by the Finance Department to generate statistical tables in the Comprehensive Annual Financial Report (CAFR). As a result, MORPC data prior to 2010 was maintained on file by the Finance Department.
- SD analyzed gate admission revenue data beginning in 1996 in order to analyze trends in gate admission revenue prior to Heather Ernst's promotion to West Pool manager in 2001.
- SD noted that prior to 2006, the CMI system is not capable of generated detailed expense or revenue reports. Per inquiry with the Finance Director and Fiscal Officer, in either 2005 or 2006, the City of Hilliard upgraded the CMI system from a DOS-based system to a Windows-based system. As a result, many accounts that exist prior to 2005 show no activity after 2005. Accounts with similar or identical descriptions, but with different account numbers, begin to show activity subsequent to 2005. Per inquiry with the Finance Director, this procedure was initiated during the set-up process of the upgraded CMI system in order to maintain a historical record of accounting data prior to the CMI upgrade.

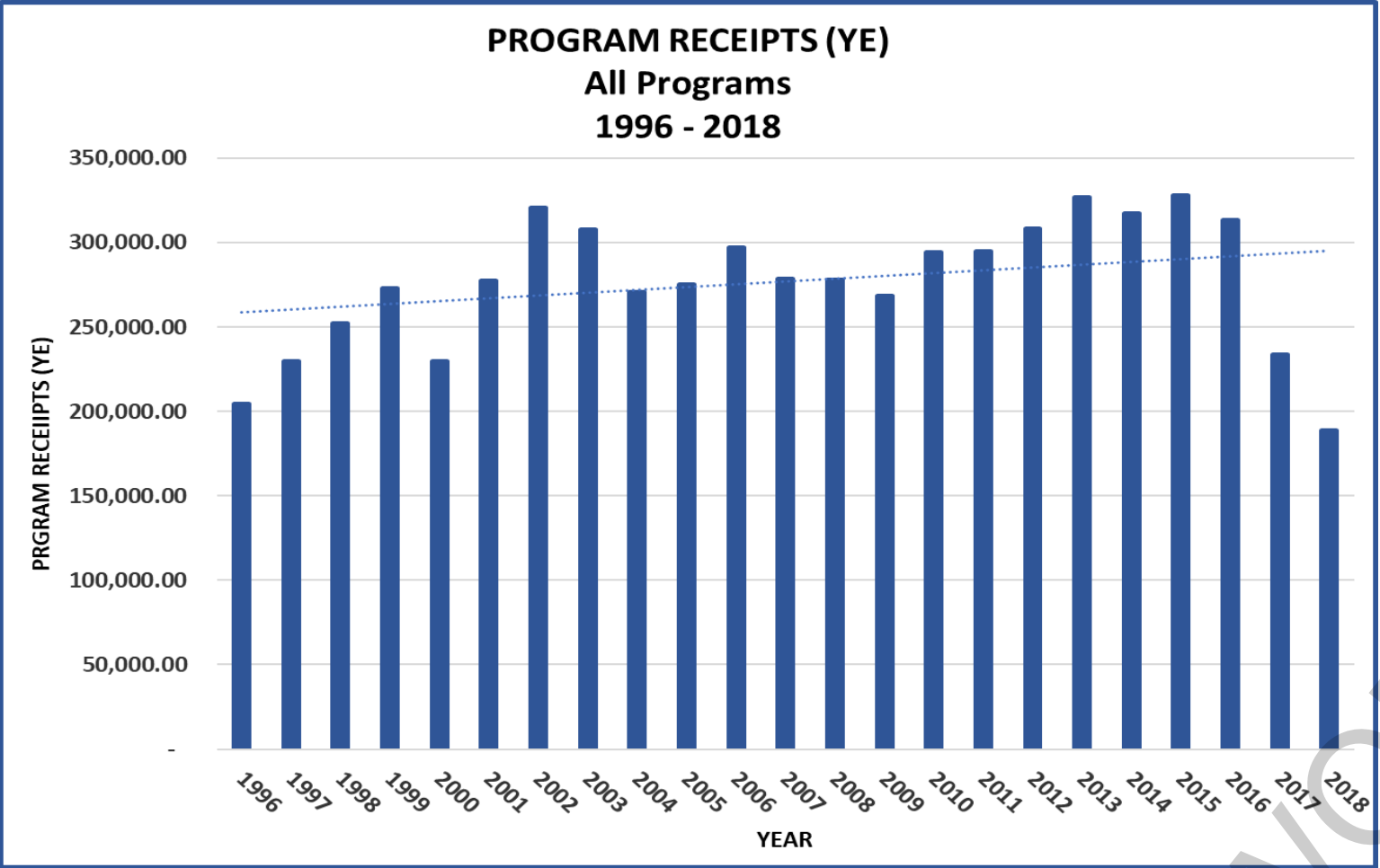
Analysis Performed:

- To arrive at the general ledger revenue accounts specific to the Recreation and Parks Department, SD met with both Karrie Martin – Fiscal Officer and Greg Tantari – City of Hilliard Deputy Finance Director who identified the revenue accounts specific to the Recreation and Parks Department.
- Having identified the Recreation and Parks Department revenue accounts, SD extracted from the MTD/YTD REVENUE PERIOD REPORTS the Recreation and Parks Department revenue accounts and respective annual revenue totals for years 1996 through 2018 and combined the information into a single report.
- SD then extracted those accounts specifically identified as program general ledger revenue accounts. For comparative purposes, SD calculated the total program revenue, \$6,369,822.69, obtained from the CMI accounting system for the period 1996 through 2018 relative to the total amount of total revenue generated by the Recreation and Parks Department over the same time period, \$20,135,958.06. SD determined that program revenue comprised 31.63% of total Recreation and Parks Department program revenues for the period.
- In analyzing program revenue, SD identified an average annual increase of year-end program revenue totals for the period 1996 through 2018 of 0.28%. SD performed a calculation of the composition of program revenue for the period 1996 through 2018. Community Center program revenue comprised 57.42% of total program revenue, Senior Center program revenue comprised 20.28% of total program revenue, Swim Pool program revenue comprised 14.25% of total program revenue, and Community Center Summer program rental comprised 8.05% of total program revenue.
- SD performed a year-by-year comparison analysis of the City of Hilliard population and year-end program revenue for the period 1996 through 2018. From 1996 through 2016, the average annual program revenue increase was 0.28% and the corresponding average annual population increase was 3.41%.

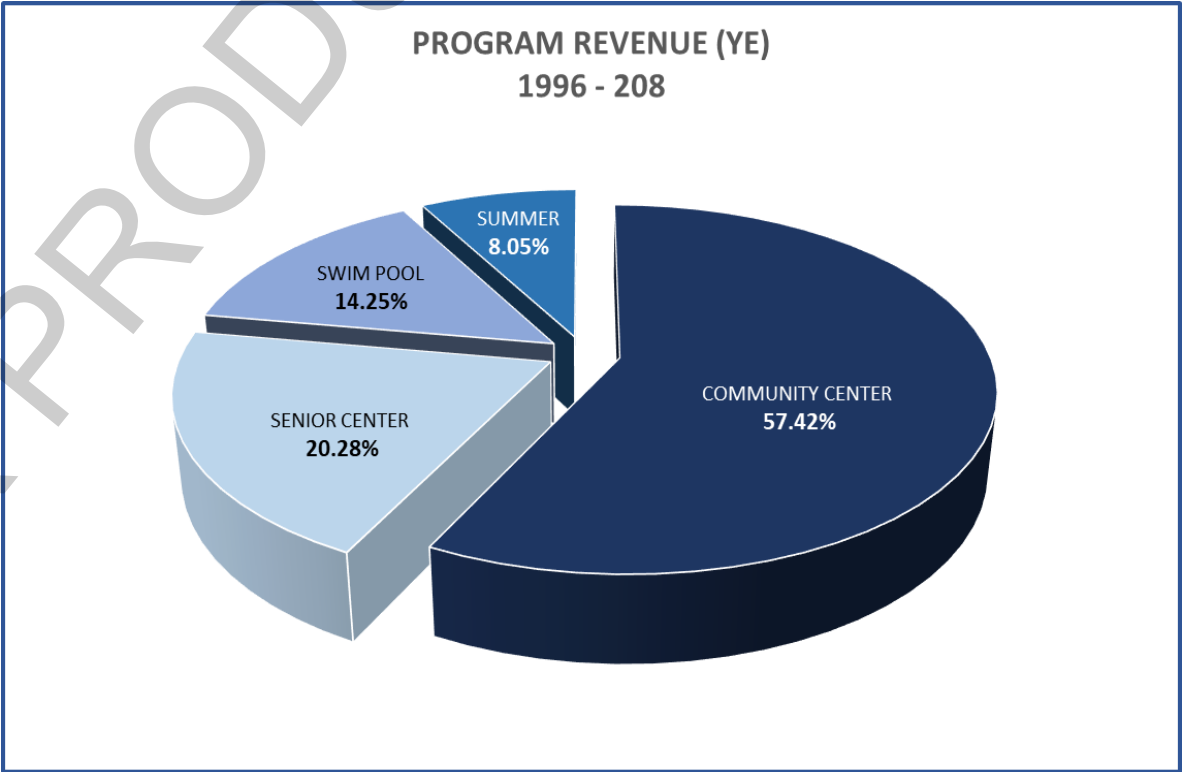
- SD calculated a range of estimated year-end disbursements for the period 1996 through 2018.
 - SD estimated past year-to-year program revenue for the period 1996 through 2018 beginning with the year 2018 and working backward. SD used 2018 as the base year to calculate estimated program revenue. To determine the 2017 estimated program revenue, SD divided the 2018 actual program revenue, \$188,853.74, recorded in the CMI system by 1.0702 (1 plus the City of Hilliard population increase for the period 2017 through 2018). The 2017 estimated program revenue was used to determine the estimated program revenue for 2016 by dividing the 2017 estimated program revenue, \$176,461.53, by 1.0062 (1 plus the City of Hilliard population increase for the period 2016 through 2017). SD repeated this process for each year back to 1996. SD calculated the total estimated program revenue for the period 1996 through 2018 to be \$3,077,480.81. SD compared the estimated total program revenue to the actual program revenue of \$6,369,822.69 recorded in the CMI system; a variance of (\$3,103,488.14).
 - SD estimated the year-to-date program revenue for the period 1996 through 2018 beginning with the year 1996 and working forward. SD used 1996 as the base year to calculate estimated program revenue. This was as far back, historically, that program year-to-date transaction totals could be retrieved from the CMI system. To determine the 1997 estimated program revenue, SD multiplied the 1996 actual program revenue, \$204,574.99, recorded in the CMI system by 1.048 (1 plus the City of Hilliard population increase for the period 1996 through 1997). The 1997 estimated program revenue was used to determine the estimated program revenue for 1998 by multiplying the 1997 estimated program revenue, \$214,527.78, by 1.113 (1 plus the City of Hilliard population increase for the period 1997 through 1998). SD calculated the total estimated program revenue for the period 1996 through 2018 to be \$7,120,336.34. SD compared the estimated total program revenue to the actual total program revenue of \$6,369,822.69 recorded in the CMI system; a variance of \$720,428.84.
- SD analyzed Community Center, Senior Center, Community Center Summer, and Swim Pool program for the period 1996 through 2018.
 - Community Center Program average year-end revenue increased 0.86% for the period 1996 through 2018. SD identified a 48.45% increase in year-end Community Center Program revenue with a subsequent average year-end increase 2.74% through 2016.
 - Senior Center Program average year-end revenue increased 4.55% for the period 1996 through 2018. SD identified a decrease of 46.82% in Senior Center Program revenue in 2000 with a subsequent increase in Senior Center Program revenue of 78.62% in 2001.
 - SD identified an increase in Community Center Summer Program revenue for the period 1998 through 2009 with a subsequent decrease in Community Center Summer Program revenue of 66.02% in 2010. SD identified a decrease in Community Center Summer Program revenue of 17.36% for the period 2010 through 2018.
 - Swim Pool Program average year-end revenue decreased 3.76% for the period 1996 through 2018. SD identified a year-end average decrease in Swim Pool average year-end revenue of 39.34% for the period 2015 through 2018.



SD calculated the total program revenue, \$6,369,822.69, obtained from the CMI accounting system for the period 1996 through 2018 relative to the total amount of total revenue generated by the Recreation and Parks Department over the same time period, \$20,135,958.06. SD determined that program revenue comprised 31.63%% of total Recreation and Parks Department revenues for the period.



In analyzing program revenue, SD identified an average annual increase of year-end program revenue totals for the period 1996 through 2018 of 0.28%.

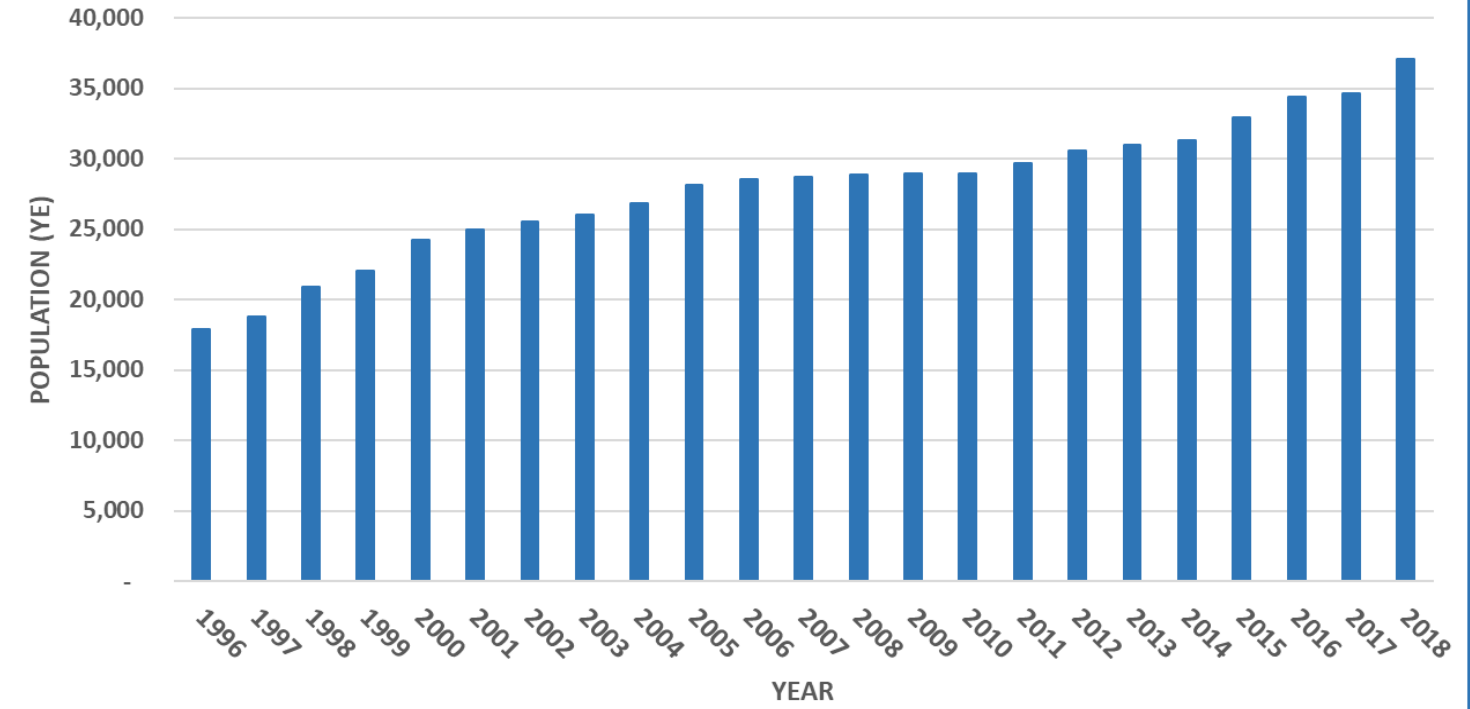


SD performed a calculation of the composition of program revenue for the period 1996 through 2018. Community Center program revenue comprised 57.42% of total program revenue, Senior Center program revenue comprised 20.28% of total program revenue, Swim Pool program revenue comprised 14.25% of total program revenue, and Community Center Summer program rental comprised 8.05% of total program revenue.

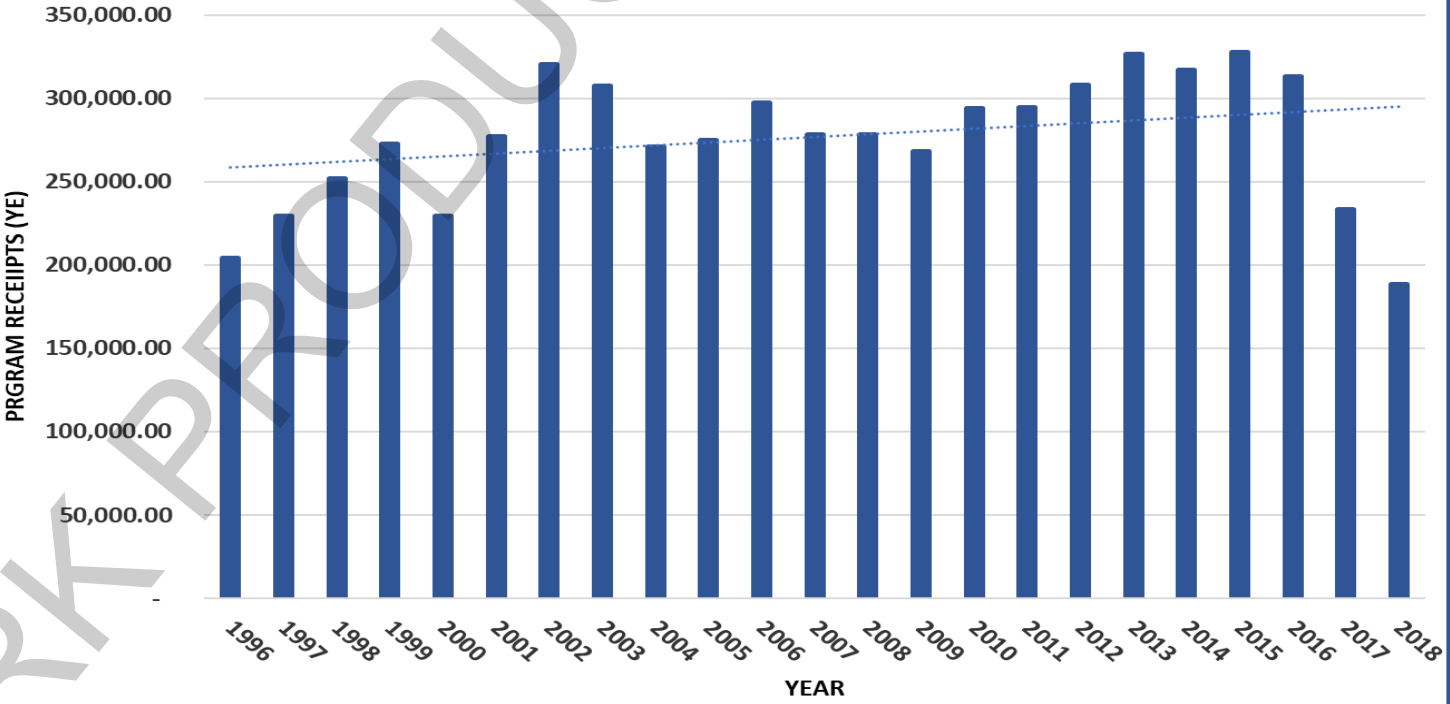
	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007
	YTD Expense	YTD Expense	YTD Expense	YTD Expense	YTD Expense	YTD Expense	YTD Expense	YTD Expense	YTD Expense	YTD Expense	YTD Expense	YTD Expense
Total Programs Revenue (YE)	204,574.99	229,661.32	252,088.51	272,834.71	229,926.66	277,322.47	320,667.59	307,980.86	271,075.60	275,077.72	297,461.03	278,719.59
% Change in revenue from prior year EOY:	-	12.26%	9.77%	8.23%	-15.73%	20.61%	15.63%	-3.96%	-11.98%	1.48%	8.14%	-6.30%

2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	TOTAL
YTD Receipts	YTD Receipts	YTD Receipts	YTD Receipts	YTD Receipts	YTD Receipts	YTD Receipts	YTD Receipts	YTD Receipts	YTD Receipts	YTD Receipts	
278,354.05	268,438.80	294,256.60	294,914.45	308,353.44	326,797.71	317,430.56	327,814.09	313,701.23	233,516.97	188,853.74	6,369,822.69
-0.13%	-3.56%	9.62%	0.22%	4.56%	5.98%	-2.87%	3.27%	-4.31%	-25.56%	-19.13%	0.28%

POPULATION (YE)
1996 - 2018



PROGRAM RECEIPTS (YE)
All Programs
1996 - 2018



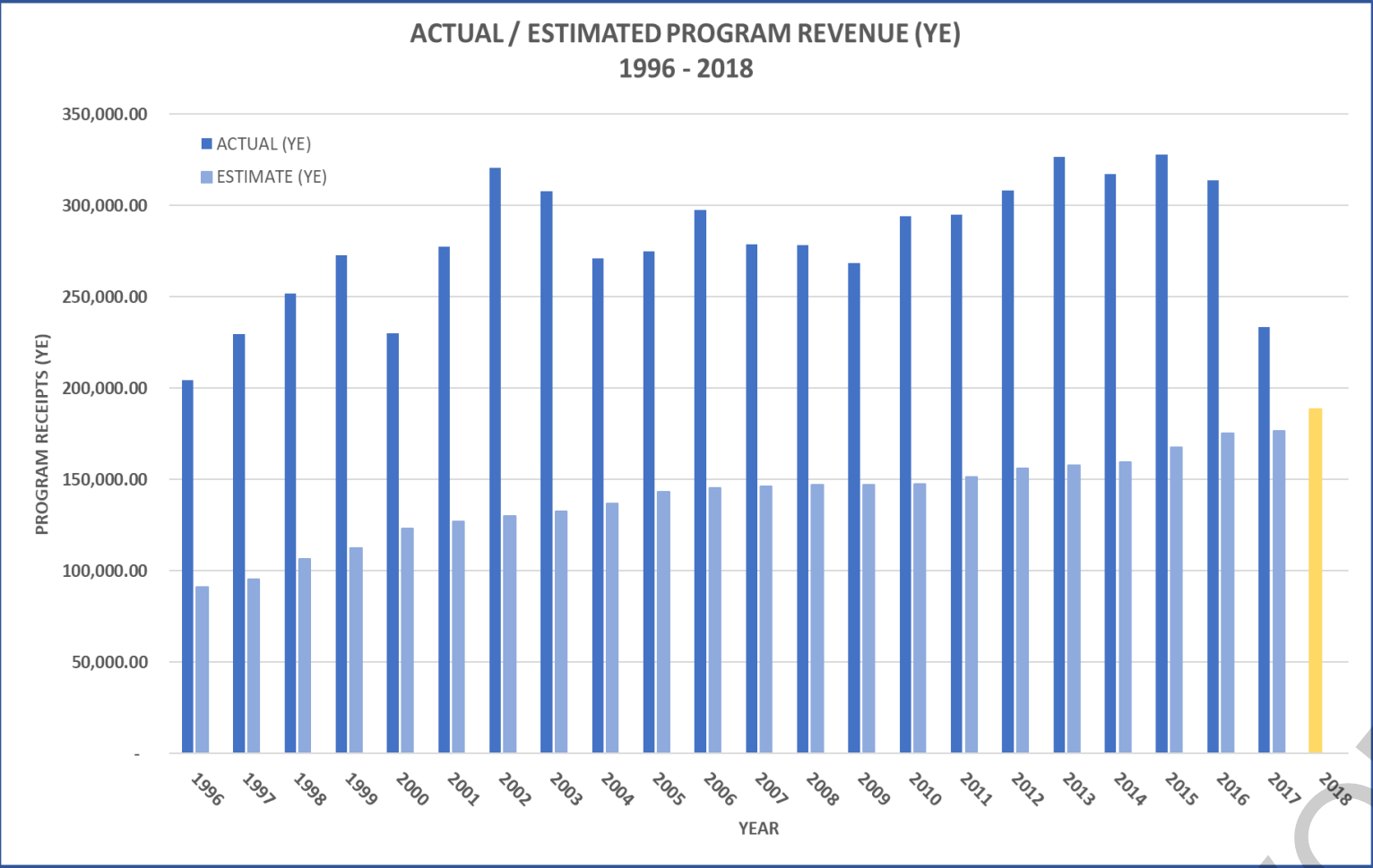
	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006
City of Hilliard Population	17,903	18,774	20,908	22,058	24,230	24,969	25,555	25,996	26,844	28,158	28,557
%Δ in population	-	4.87%	11.37%	5.50%	9.85%	3.05%	2.35%	1.73%	3.26%	4.89%	1.42%

	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	AVERAGE
	28,730	28,850	28,927	28,935	29,714	30,610	30,961	31,300	32,934	34,419	34,631	37,063	
	0.61%	0.42%	0.27%	0.03%	2.69%	3.02%	1.15%	1.09%	5.22%	4.51%	0.62%	7.02%	3.41%

SD performed a year-by-year comparison analysis of the City of Hilliard population and year-end program revenue for the period 1996 through 2018. From 1996 through 2016, the average annual program revenue increase was 0.28% and the corresponding average annual population increase was 3.41%.

	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007
	YTD Expense	YTD Expense	YTD Expense	YTD Expense	YTD Expense	YTD Expense	YTD Expense	YTD Expense	YTD Expense	YTD Expense	YTD Expense	YTD Expense
Total Programs Revenue (YE)	204,574.99	229,661.32	252,088.51	272,834.71	229,926.66	277,322.47	320,667.59	307,980.86	271,075.60	275,077.72	297,461.03	278,719.59
% Change in revenue from prior year EOY:	-	12.26%	9.77%	8.23%	-15.73%	20.61%	15.63%	-3.96%	-11.98%	1.48%	8.14%	-6.30%

	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	TOTAL
	YTD Receipts	YTD Receipts	YTD Receipts	YTD Receipts	YTD Receipts	YTD Receipts	YTD Receipts	YTD Receipts	YTD Receipts	YTD Receipts	YTD Receipts	
	278,354.05	268,438.80	294,256.60	294,914.45	308,353.44	326,797.71	317,430.56	327,814.09	313,701.23	233,516.97	188,853.74	6,369,822.69
	-0.13%	-3.56%	9.62%	0.22%	4.56%	5.98%	-2.87%	3.27%	-4.31%	-25.56%	-19.13%	0.28%

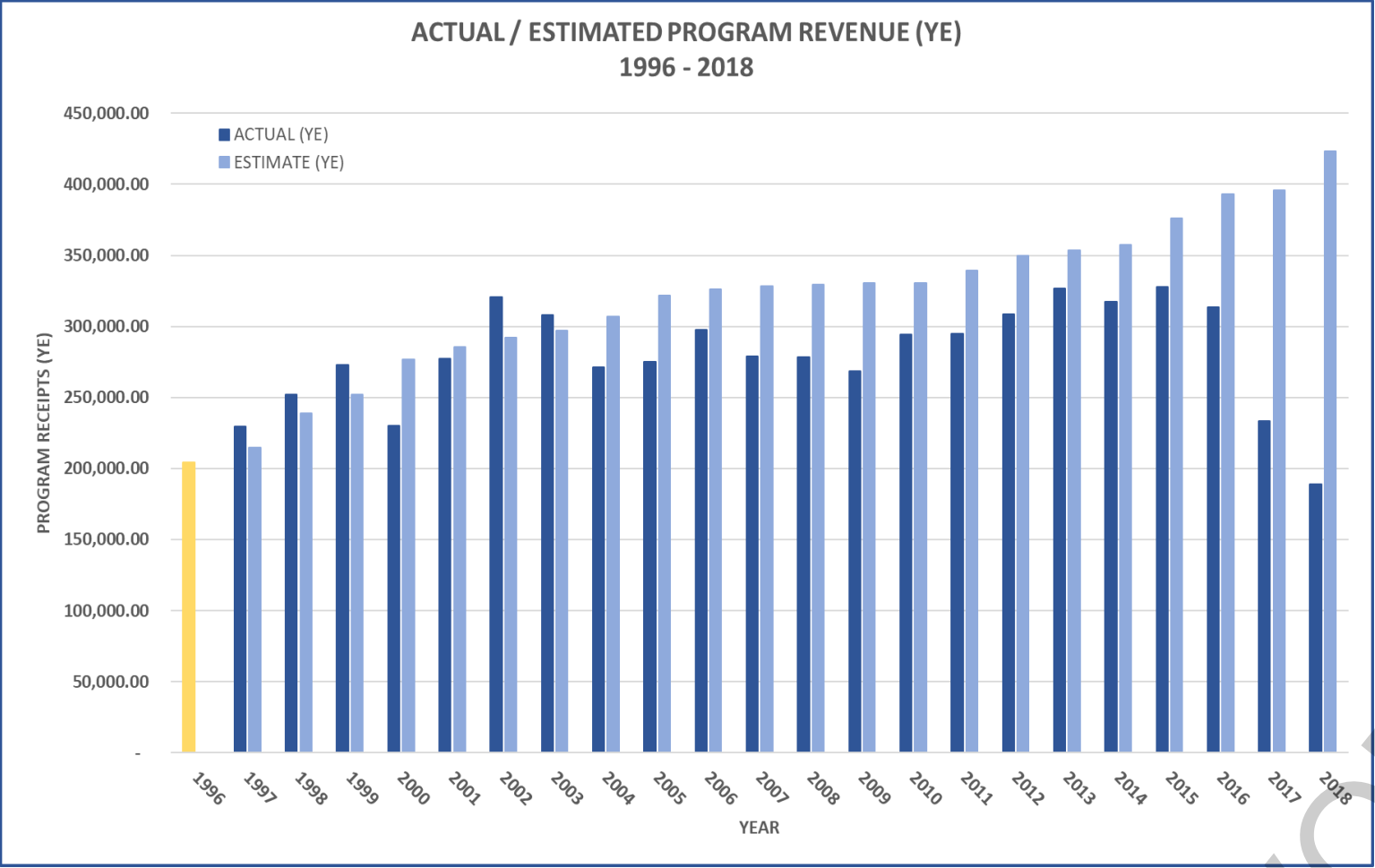


SD calculated a range of estimated year-end disbursements for the period 1996 through 2018.

SD estimated past year-to-year program revenue for the period 1996 through 2018 beginning with the year 2018 and working backward. SD used 2018 as the base year to calculate estimated program revenue. To determine the 2017 estimated program revenue, SD divided the 2018 actual program revenue, \$188,853.74, recorded in the CMI system by 1.0702 (1 plus the City of Hilliard population increase for the period 2017 through 2018). The 2017 estimated program revenue was used to determine the estimated program revenue for 2016 by dividing the 2017 estimated program revenue, \$176,461.53, by 1.0062 (1 plus the City of Hilliard population increase for the period 2016 through 2017). SD repeated this process for each year back to 1996. SD calculated the total estimated program revenue for the period 1996 through 2018 to be \$3,077,480.81. SD compared the estimated total program revenue to the actual program revenue of \$6,369,822.69 recorded in the CMI system; a variance of (\$3,103,488.14).

	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006
Actual Membership Revenues	204,574.99	229,661.32	252,088.51	272,834.71	229,926.66	277,322.47	320,667.59	307,980.86	271,075.60	275,077.72	297,461.03
% Change in population from prior year:	-	4.87%	11.37%	5.50%	9.85%	3.05%	2.35%	1.73%	3.26%	4.89%	1.42%
Estimated Membership Revenues	91,224.36	95,662.52	106,536.28	112,396.08	123,463.46	127,229.02	130,214.97	132,462.07	136,783.04	143,478.50	145,511.60
Variance between Actual and Estimated Membersip Revenues	(113,350.63)	(133,998.80)	(145,552.23)	(160,438.63)	(106,463.20)	(150,093.45)	(190,452.62)	(175,518.79)	(134,292.56)	(131,599.22)	(151,949.43)

2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	Total Amounts
278,719.59	278,354.05	268,438.80	294,256.60	294,914.45	308,353.44	326,797.71	317,430.56	327,814.09	313,701.23	233,516.97	188,853.74	6,369,822.69
0.61%	0.42%	0.27%	0.03%	2.69%	3.02%	1.15%	1.09%	5.22%	4.51%	0.62%	7.02%	
146,393.11	147,004.57	147,396.92	147,437.69	151,407.06	155,972.61	157,761.13	159,488.49	167,814.51	175,381.29	176,461.53	-	3,077,480.81
(132,326.48)	(131,349.48)	(121,041.88)	(146,818.91)	(143,507.39)	(152,380.83)	(169,036.58)	(157,942.07)	(159,999.58)	(138,319.94)	(57,055.44)	-	(3,103,488.14)

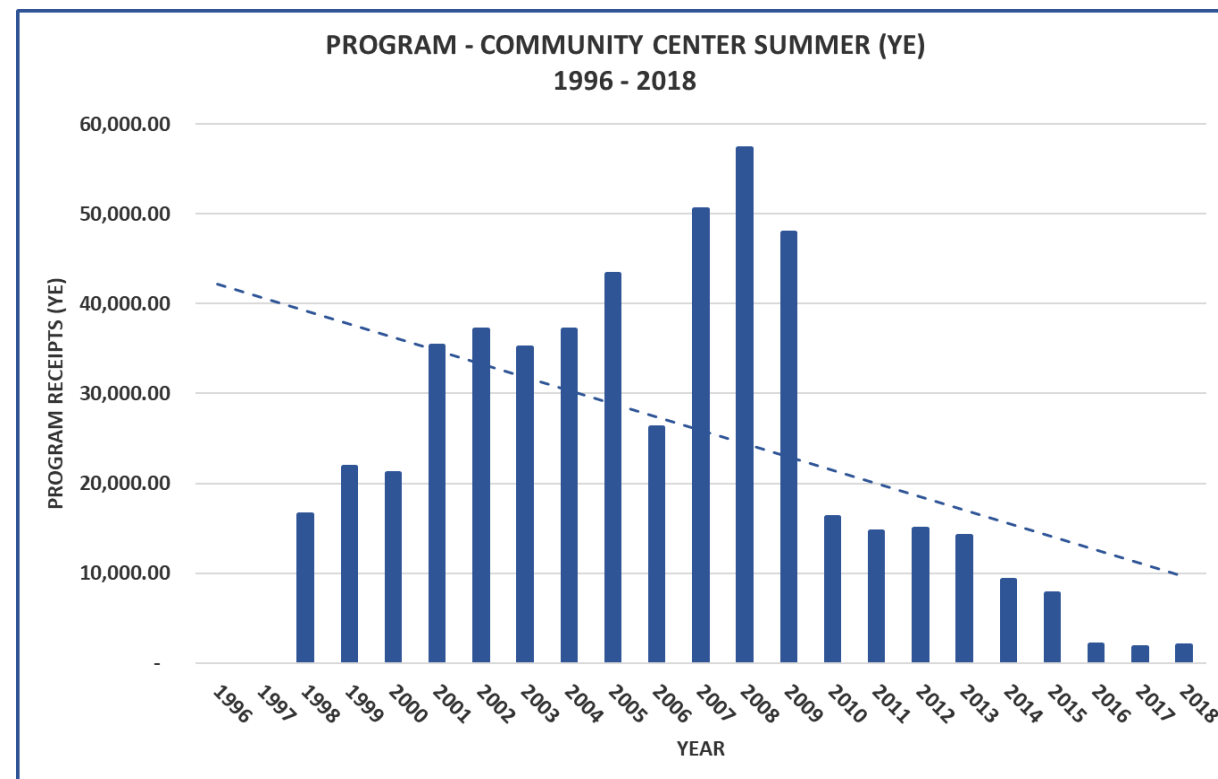


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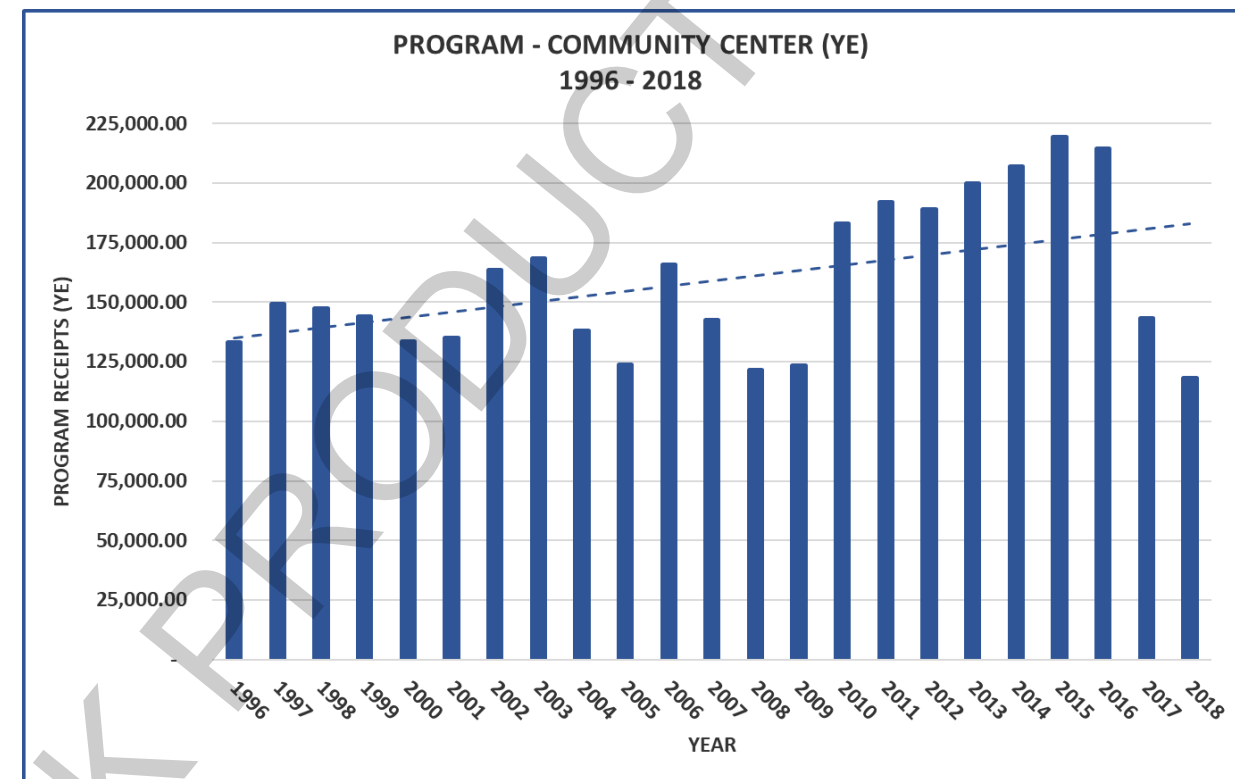
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% Change in population from prior year:	-	4.87%	11.37%	5.50%	9.85%	3.05%	2.35%	1.73%	3.26%	4.89%	1.42%
Estimated Membership Revenues	-	214,527.78	238,912.69	252,053.57	276,872.70	285,317.15	292,013.29	297,052.53	306,742.50	321,757.39	326,316.71
Variance between Actual and Estimated Membersip Revenues	-	(15,133.54)	(13,175.82)	(20,781.14)	46,946.04	7,994.68	(28,654.30)	(10,928.33)	35,666.90	46,679.67	28,855.68

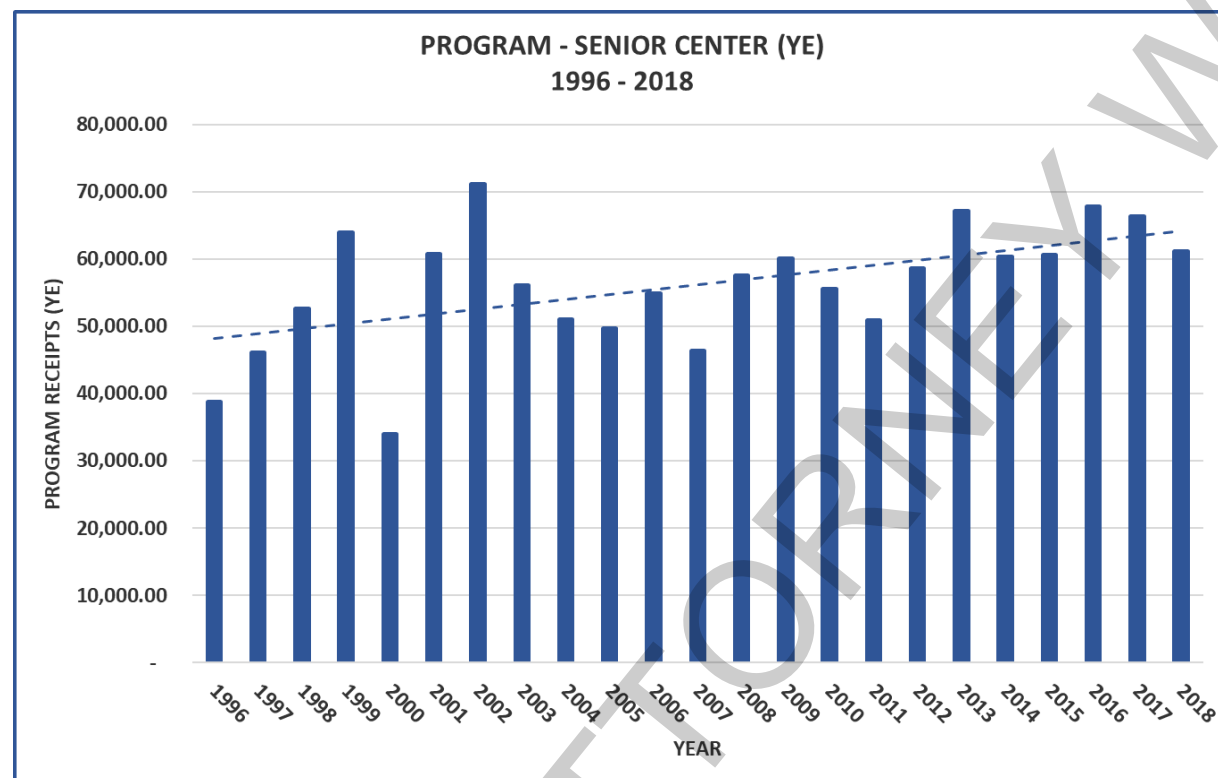
2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	Total Amounts
278,719.59	278,354.05	268,438.80	294,256.60	294,914.45	308,353.44	326,797.71	317,430.56	327,814.09	313,701.23	233,516.97	188,853.74	6,369,822.69
0.61%	0.42%	0.27%	0.03%	2.69%	3.02%	1.15%	1.09%	5.22%	4.51%	0.62%	7.02%	
328,293.55	329,664.77	330,544.64	330,636.06	339,537.58	349,776.04	353,786.87	357,660.57	376,332.05	393,300.93	395,723.43	423,513.54	7,120,336.34
49,573.96	51,310.72	62,105.84	36,379.46	44,623.13	41,422.60	26,989.16	40,230.01	48,517.96	79,599.70	162,206.46	-	720,428.84



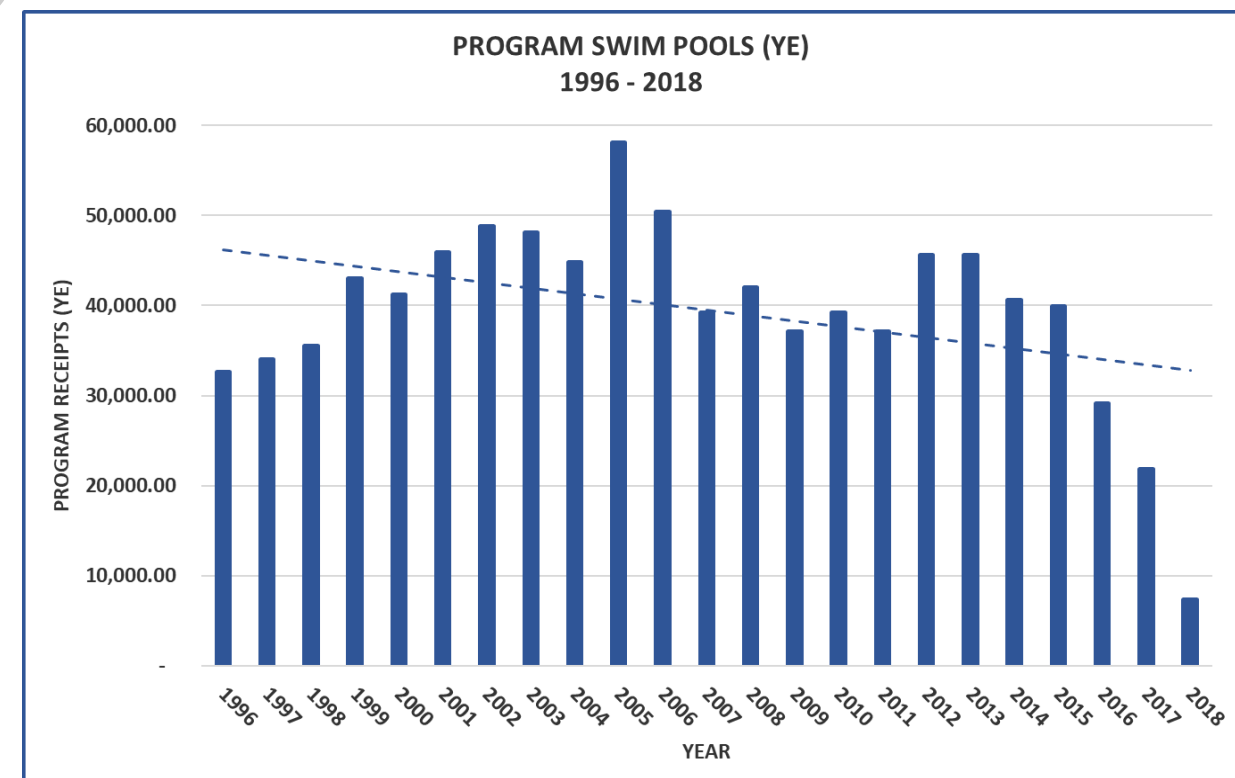
SD identified an increase in Community Center Summer Program revenue for the period 1998 through 2009 with a subsequent decrease in Community Center Summer Program revenue of 66.02% in 2010. SD identified a decrease in Community Center Summer Program revenue of 17.36% for the period 2010 through 2018.



Community Center Program average year-end revenue increased 0.86% for the period 1996 through 2018. SD identified a 48.45% increase in year-end Community Center Program revenue with a subsequent average year-end increase 2.74% through 2016.



Senior Center Program average year-end revenue increased 4.55% for the period 1996 through 2018. SD identified a decrease of 46.82% in Senior Center Program revenue in 2000 with a subsequent increase in Senior Center Program revenue of 78.62% in 2001.



Swim Pool Program average year-end revenue decreased 3.76% for the period 1996 through 2018. SD identified a year-end average decrease in Swim Pool average year-end revenue of 39.34% for the period 2015 through 2018.